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THE AGENCY RESERVE CORPS

1. The Agency continues to face the problems of manpower and budget. Most serious perhaps is the continuing loss of experienced officers through attrition and retirement. This loss of experience cannot be quickly replaced in an national emergency by mere budget increases or hiring new officers.
2. Most former officers retain a strong loyalty for and interest in their chosen profession, intelligence, despite having found new careers elsewhere. Many of them would like to retain a close connection with this profession. The bulk of these officers are probably less than 55 years old, many younger, and the majority remain in excellent physical, mental and psychological trim.
3. Much of this enormous and varied experience might be salvaged by the creation of an Agency Reserve Corps, which former Agency personnel could join upon leaving the Agency. High standards would be maintained by careful review of the employee's record, desire and physical condition. Some will not desire to continue in association with the Agency for various reasons and some will not be competent to do so.
4. The AGENCY RESERVE CORPS, or whatever it may be named, would function much like the several Service Reserve Corps of the military services. It would maintain the skills of the former employees by periodic training and temporary duty assignments in order to keep them abreast with changing Agency organization, methods, equipment, personnel and philosophy. Some, employed by private industry or self-employed might accede to co-option by the Agency. Others might welcome and be welcomed as contract officers. Still others might engage in research and reports on specific areas of interest.
5. In the event of an emergency or a sudden demand upon the Agency, which has occurred several times in the past, the Reserve would give the Agency structured and instant access to a number of experienced officers, who could be inserted into line positions with a minimum of retraining, while even older personnel would be available very quickly for training purposes. Not only officers but many other former employees would prove extremely valuable, if their skills have not been allowed to deteriorate when they leave the Agency. Moreover, these experienced people will provide excellent leavening of the large numbers of young or new employees also brought in by the emergency.
6. The cost and maintenance of such a Reserve system would seem to be minimal in view of the vital nature of the benefits derived from it. Preparation for possible inclusion in the Reserve could become a basic aspect of Personnel Records. After leaving the Agency, records could be handled by a special section of Personnel jointly with the personnel section of the unit to which the former employee was assigned. No doubt a Reserve organization made up and operated by former employees would also emerge and shoulder much of the personnel burden.

7. The chief advantage of a Reserve would be to place the emergency utilization of former experienced employees on a formal, organized basis and to maintain their experience to the point of real-time availability and usefulness.



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